

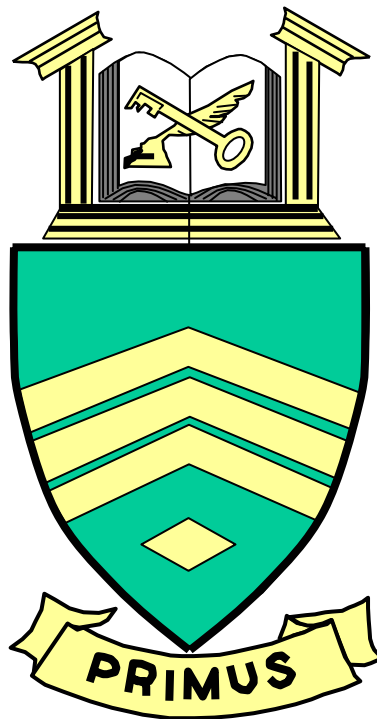
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

L667 (052002)

JUN 99

NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM (NCODP)

PRERESIDENT TRAINING SUPPORT PACKAGE



Overview

Administering NCO development is a responsibility of the NCO support channel. Instilling professional ideals and standards in NCOs and the soldiers serving with them is a continuous process. NCODP must provide progressive and sequential training which supports the unit's wartime mission. The purpose of this lesson is to enhance your ability to improve an existing program and to help you develop a Noncommissioned Officer Development Program (NCODP) for a unit not having one, using the latest doctrine.

Inventory of Lesson Materials

Prior to starting this lesson ensure you received all materials required for this Training Support Package. Go to the “**This [TSP or Appendix] Contains**” section, on page two of the TSP and the first page of each Appendix, and verify you have all the pages. If you are missing any material, contact the First Sergeant Course Class Coordinator at the training institution where you will attend phase II FSC-TATS.

Point of Contact

If you have any questions regarding this lesson, contact the First Sergeant Course Class Coordinator at the training institution where you will attend phase II FSC-TATS.

PRERESIDENT TRAINING SUPPORT PACKAGE

TSP Number /Title	L667 Noncommissioned Officer Development Program (NCODP)
Effective Date	JUN 01
Supersedes TSPs	L667, Noncommissioned Officer Development Program (NCODP) DEC 99
TSP User	This TSP contains a training requirement that you must complete prior to attending phase II, FSC-TATS. It will take you about 1 hour to complete this requirement.
Proponent	The proponent for this document is U.S. Army Sergeants Major Academy. POC: FSC Course Chief, DSN: 978-8329/8848; commercial: (915) 568-8329/8848.
Comments and Recommendations	Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: ATTN ATSS CDD FSC TATS COMDT USASMA BLDG 11291 BIGGS FLD FT BLISS TX 79918-8002
Foreign Disclosure Restrictions	The lesson developer in coordination with the USASMA foreign disclosure authority has reviewed this lesson. This lesson is releasable to foreign military students from all requesting foreign countries without restrictions.

**This TSP
Contains**

The following table lists the material included in this TSP:

Table of Contents		Page
Lesson	Section I, Administrative Data	2
	Section II, Introduction/Terminal Learning Objective	4
	Section III, Presentation	5
	Section IV, Summary	6
	Section V, Student Evaluation	7
	Section VI, Student Questionnaire	9
Appendixes	A. Lesson Evaluation and Solutions	Not used
	B. Lesson Exercise and Solutions	B-1
	C. Student Handouts	C-1

SECTION I ADMINISTRATIVE DATA**Task
Trained**

This lesson trains the tasks listed in the following table:

Task number:	400-022-6004
Task title:	Implement a unit NCO Development program,
Conditions:	as a first sergeant, given AR 350-17,
Standards:	IAW AR 350-17.
Task Proponent:	U. S. Army Sergeants Major Academy

**Task
Reinforced**

None

**Prerequisite
Lessons**

None

Clearance and Access There is no clearance or access requirement for this lesson.

Copyright Statement No copyrighted material reproduced for use in this lesson.

References The following table lists reference(s) for this lesson:

Number	Title	Date	Additional Information
AR 350-17	Noncommissioned Officer Development Program (NCODP).	31 May 91	None

Equipment Required None

Materials Required None

Safety Requirements None

Risk Assessment Level Low

Environmental Considerations None

Lesson Approval The following individuals reviewed and approved this lesson for publication and incorporation into the First Sergeant Course--Total Army Training System.

Name/Signature	Rank	Title	Date
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Kevin L. Graham	MSG	Training Developer	
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Chris L. Adams	SGM	Chief Instructor, FSC	
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John W. Mayo	SGM	Course Chief, FSC-TATS	
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SECTION II INTRODUCTION

Terminal Learning Objective

At the completion of this lesson, you will--

Action:	Advise unit leaders on NCO development program (NCODP),
Conditions:	as a first sergeant, given SH -2,
Standard:	Advised unit leaders on NCO development program (NCODP),IAW SH-2.

Evaluation

Before entering phase II FSC-TATS, you will receive the end of Phase I Performance Examination that will include questions based on material in this lesson. On that examination, you must answer at least 70 percent of the questions correctly to achieve a GO.

Instructional Lead-in

Ensuring personnel in your unit receive the proper NCODP training is the responsibility of the unit first sergeant.

SECTION III PRESENTATION

ELO 1	Action:	Review the goal and objectives of NCODP,
	Conditions:	as a first sergeant, given SH-2,
	Standard:	Reviewed the goal and objectives of NCODP IAW SH-2.

**Learning
Step/ Activity
(LS/A) 1,
ELO 1**

To complete this learning step activity, you are to—

- Read the above ELO.
- Study Student Handout 2, extract of AR 350-17, at Appendix C,
- Complete Items 1 and 2 of the Lesson Exercise at Appendix B, without referring to the student handouts.

ELO 2	Action:	Review the responsibilities of the commander and 1SG in managing NCODP,
	Conditions:	as a first sergeant, given SH-2,
	Standard:	Reviewed the responsibilities of the commander and 1SG in managing NCODP IAW SH-2.

LS/A 1, ELO 2 To complete this learning step activity, you are to—

- Read the above ELO.
- Review Student Handout 2, extract of AR 350-17, at Appendix C,
- Complete Items 3 and 4 of the Lesson Exercise at Appendix B, without referring to the student handouts.

ELO 3	Action:	Review the policy of NCODP,
	Conditions:	as a first sergeant, given SH-2,
	Standard:	Reviewed the policy of NCODP IAW SH-2.

LS/A 1, ELO 3 To complete this learning step activity, you are to—

- Read the above ELO.
- Review Student Handout 2, extract of AR 350-17, at Appendix C,.
- Complete Questions 5 and 6 of the Lesson Exercise at Appendix B, without referring to the student handouts.

ELO 4

Action:	Review the elements (suggested procedures) of NCODP,
Conditions:	as a first sergeant, given SH-2,
Standard:	Reviewed the elements (suggested procedures) of NCODP IAW SH-2.

LS/A 1, ELO 4 To complete this learning step activity, you are to—

- Read the above ELO.
 - Review Student Handout 2, extract of AR 350-17, at Appendix C,
 - Complete Questions 7 and 8 of the Lesson Exercise at Appendix B, without referring to the student handouts.
-

SECTION IV SUMMARY

**Review/
Summarize
Lesson**

You need to know how to maintain a viable, useful, and credible NCODP within your unit. Accomplishing this requires your direct involvement and concise knowledge of the regulations, pamphlets, training circulars and the topic areas that you must include in your training. Also, your continued attention to detail in this area will enhance the overall knowledge of the personnel within your unit.

**Check on
Learning**

The Lesson Exercise in Appendix B serves as the Check on Learning.

**Transition to
Next Lesson** None.

SECTION V STUDENT EVALUATION

**Testing
Requirements** Before entering phase II FSC-TATS, you will receive the end of Phase I Performance Examination that will include questions based on material in this lesson. On that examination, you must answer at least 70 percent of the questions correctly to achieve a GO.

SECTION VI STUDENT QUESTIONNAIRE

Directions Complete the following blocks:

- Enter your name, your rank, and the date you complete this questionnaire.

Name:	Rank:	Date:
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- Answer items 1 through 6 below in the space provided.
- Fold the questionnaire so the address for USASMA is visible.
- Print your return address, add postage, and mail.

Note: Your response to this questionnaire will assist the Academy in refining and improving the course. When completing the questionnaire, answer each question frankly. Your assistance helps build and maintain the best Academy curriculum possible.

Item 1	Do you feel you have met the learning objectives of this lesson?
Item 2	Was the material covered in this lesson new to you?
Item 3	Which parts of this lesson were most helpful to you in the learning objectives?
Item 4	How could we improve the format of this lesson?
Item 5	How could we improve the content of this lesson?
Item 6	Do you have additional questions or comments? If you do, please list them here. You may add additional pages if necessary

ATTN ATSS CDD FSC TATS
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BLDG 11291 BIGGS FLD
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Appendix B

Index of Lesson Exercises and Solutions

**This Appendix
Contains**

This Appendix contains the items listed in this table--

Title/Synopsis	Pages
LE-1, NCO Development Program (NCODP)	LE-1-1 to LE-1-2
LE-1, Solution/Discussion	SLE-1-1 to SLE-1-2

LESSON EXERCISE 1

(Self-Graded)

NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM (NCODP)

- Complete the following items without using the Student Handouts.
 - Circle/select the correct answer.
-

Item 1 True or False: AR 350-17 states that the goal of the NCODP is to increase combat readiness during peacetime only.

- a. True.
- b. False.

Item 2 One of the objectives of NCODP is to:

- a. To link NCO development to a current skill level and/or duty assignment..
- b. To maintain transmitting, instilling, and efficacy of the professional ethic.
- c. To realize the full potential of the NCO support channel.
- d. To maintain unit cohesion through periodic training on combat skills.

Item 3 What is one of the responsibilities of the commander with regards to NCODP?

- a. Provide feedback to the next higher command concerning training requirements..
- b. Incorporate the unit Mission Essential Task List (METL) as the vehicle in training each NCO's daily activities.
- c. Be responsive to the professional needs of the unit's NCOs in conjunction with the skills, knowledge, and attitudes (SKAs) required at each NCO skill level..
- d. Provide a valuable foundation for the development of NCOs through the application of an effective unit environment.

Item 4 What is one of the responsibilities of the 1SG with regards to NCODP?

- a. Assess the NCODP utilizing the program goal and objectives stated in AR 350-17.
 - b. Provide guidance to the commander on incorporating the unit Mission Essential Task List (METL) as the vehicle in training each NCO's daily activities.
 - c. Provide one-on-one coaching, as well as instruction, for the development of NCO's in the unit.
 - d. Foster a unit environment that enhances continued NCO leader development.
-

-
- Item 5** The NCODP is a hands-on program, tailored to the unique requirements of the unit. The program (select the appropriate response).
- a. transmits and instills efficacy of the professional Army ethic.
 - b. ensure support for the unit mission and enhancement of NCOs..
 - c. establishes a viable unit level NCODP using unit METL as the vehicle to incorporate the SKAs into each NCOs daily activities.
 - d. reflects command priorities and expectations for leader development, jointly determined by commanders and their senior NCOs.
- Item 6** AR 350-17 states the “The NCODP _____ of the unit.” Choose the correct answer to fill in the blank.
- a. is a self-development demonstration of skills and knowledge necessary in support
 - b. is a hands-on program, tailored to the unique requirements
 - c. is a command program jointly determined by unit mission and the commander’s directives and guidance for the good
 - d. is a program to synchronize battle-focused training as a component of operational competencies for the next higher rank in support
- Item 7** One of the elements of NCODP (to incorporate into each NCOs daily activity) is:
- a. providing necessary support to promote effective training in all units and activities.
 - b. in responding to the professional needs of the unit’s NCOs in coordination with the unit programs and goals.
 - c. teaching soldiers the mission of the unit, and developing individual training programs to support the mission.
 - d. to provide small units standard procedures essential for building strong, aggressive soldiers and leaders.
- Item 8** As an element of NCODP a unit should establish a systemic and continuous program using --:
- a. coaching of subordinates to commitment of the U.S. Army ethics.
 - b. the three phases of leader development program, that is, reception/integration, basic skill development, and advanced development/sustainment.
 - c. short –range planning based on long-range unit assessment on a detailed training assessment of the unit’s current proficiency.
 - d. procedures to identify other requirements that impact on NCODP training.
-

**SOLUTION/DISCUSSION FOR LESSON EXERCISE 1
(Self-Graded)**

Item 1 AR 350-17 states that the goal of the NCODP is to increase combat readiness during peacetime only. (True or False)

b. False.

Reference: SH-2-3, para 6 a, extract of AR 350-17. (ELO 1)

Item 2 One of the objectives of NCODP is to:

c. To realize the full potential of the NCO support channel.

Reference: SH-2-3, para 6 b (4), extract of AR 350-17. (ELO 1)

Item 3 What is one of the responsibilities of the commander with regards to NCODP?

c. Be responsive to the professional needs of the unit's NCOs in conjunction with the skills, knowledge, and attitudes (SKAs) required at each NCO skill level..

Reference: SH-2-3, para 4 g (6), extract of AR 350-17. (ELO 2)

Item 4 What is one of the responsibilities of the 1SG with regards to NCODP?

a. Assess the NCODP utilizing the program goal and objectives stated in AR 350-17.

Reference: SH-2-3, para 4 h (4), extract of AR 350-17. (ELO 2)

Item 5 The NCODP is a hands-on program, tailored to the unique requirements of the unit. The program (select the appropriate response).

d. reflects command priorities and expectations for leader development, jointly determined by commanders and their senior NCOs.

Reference: SH-2-3, para 5 b, extract of AR 350-17. (ELO 3)

Item 6 AR 350-17 states the “The NCODP_____ of the unit.” Choose the correct answer to fill in the blank.

- b. is a hands-on program, tailored to the unique requirements

Reference: SH-2-3, para 5 a, extract of AR 350-17. (ELO 3)

Item 7 One of the elements of NCODP (to incorporate into each NCOs daily activity) is:

- c. teaching soldiers the mission of the unit, and developing individual training programs to support the mission.

Reference: SH-2-4, para 7 b (3) (g) extract of AR 350-17. (ELO 4)

Item 8 As an element of NCODP a unit should establish a systemic and continuous program using --:

- b. the three phases of leader development program, that is, reception/integration, basic skill development, and advanced development/sustainment.

Reference: SH-2-4, para 7 d (2) extract of AR 350-17. (ELO 4)

Appendix D

Index of Student Handouts

**This Appendix
Contains**

This Appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 thru SH-1-2
SH-2, Extract of AR 350-17	SH-2-1 thru SH-2-8
SH-3, Chief of Staff of the Army (CSA) Comments on NCODP	SH-3-1 thru SH-3-3

Student Handout 1

Advance Sheet

Lesson Hours It will take you approximately two hours to complete this lesson.

Overview This lesson provides an overview of NCO development and its relationship to leader development in general. NCODP is a battalion, separate company, or equivalent level program that supports leader development for the Army. The primary purpose of NCODP is to enhance the warfighting capability of a unit. NCODP consists of training programs, formal and informal, one-on-one, or groups involved in coaching, as well as instruction.

Learning Objectives Terminal Learning Objective (TLO)

Action:	Advise unit leaders on NCO development programs (NCODP),
Conditions:	as a first sergeant in a classroom environment, given SH-2,
Standard:	Advised unit leaders on NCO development programs (NCODP) IAW SH-2.

Enabling Learning Objectives (ELOs).

- ELO 1** Review the goal and objectives of NCODP.
 - ELO 2** Review the responsibilities of the commander and 1SG in managing NCODP.
 - ELO 3** Review the policy of NCODP.
 - ELO 4** Review the elements (suggested procedures) of NCODP.
-

Assignment The student assignments for this lesson are:

- Study extracts of AR 350-17 (Student Handout 2).
- Complete the lesson exercise at Appendix B (without referring to the student handout).

Additional Subject Area Resources None

Bring to Class

- Not applicable.

Student Handout 2

Army Regulation 350-17

Training

Noncommissioned Officer Development Program

31 May 1991

Effective: 28 June 1991

UNCLASSIFIED

PIN: 047755-000

Table of Contents

CHANGES **Change Summary**

TITLE-PAGE **Title Page**

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- 1 [Purpose](#)
- 2 [References](#)
- 3 [Explanation of abbreviations and terms](#)
- 4 [Responsibilities](#)
- 5 [Policy](#)
- 6 [Goal and objectives](#)
- 7 [Suggested procedures](#)

A **Appendix A. References**

GLOSSARY **Glossary**

USAPPC-INDEX **Index**

Change Summary

AR 350-17

Noncommissioned Officer Development Program

This revision--

- Improves command emphasis and understanding of the Noncommissioned Officer Development Program (NCODP) in units and brings the program on line with current leader development and unit training doctrine throughout.
- Includes responsibilities of the NCODP (para 4).
- Reflects policies of the NCODP (para 5).
- Updates goals and objectives for the NCODP (para 6).
- Provides suggested procedures for unit level implementation of the NCODP (para 7).

History.

This UPDATE printing publishes a revision of this publication. Because the publication has

been extensively revised, the changed portions have not been highlighted.

Summary.

This regulation provides doctrine and guidelines for the synchronization of the noncommissioned officer development program into the Army's leader development program.

Applicability.

This regulation applies to the Active Army, the Army National Guard, and the U.S. Army Reserve. This regulation is applicable during mobilization.

Army management control process.

This regulation is subject to the requirements of AR 11-2. It contains internal control provisions but does not contain checklists for conducting internal control re-views. These checklists are being developed and will be published at a later date.

Supplementation.

Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAMO-TRO), WASH DC 20310-0450.

Interim changes.

Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements.

The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Operations and Plans. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAMO-TRO), WASH DC 20310-0450.

Distribution.

Distribution of this publication is made in accordance with the requirements on DA Form 12-09-E block number 2164, intended for command levels A, B, C, D, and E for Active Army, Army National Guard, and U.S. Army Reserve.

Supersession.

This regulation supersedes AR 350-17, 15 December 1986.

1. Purpose

This regulation establishes policy for the development and implementation of the Noncommissioned Officer Development Program (NCODP) in battalions, separate companies, and equivalent organizations.

2. References

Required and related publications and referenced forms are listed in appendix A.

3. Explanation of abbreviations and terms

Abbreviations and terms used in this regulation are listed in the glossary.

4. Responsibilities

a. The Deputy Chief of Staff for Operations and Plans (DCSOPS) will--

(1) Provide Department of the Army level policy for the NCODP.

(2) Coordinate initiatives related to the NCODP with the Sergeant Major of the Army (SMA).

b. The Deputy Chief of Staff for Personnel (DCSPER) will coordinate all personnel management, quality of life, and educational initiatives that may be related to the NCODP, with ODCSOPS and the SMA.

c. The SMA will--

(1) Advise the DCSOPS on all matters related to NCODP.

(2) Render an annual report to the Chief of Staff, Army, on the state of the Army's Noncommissioned Officer Corps. This includes an assessment of the implementation of NCODP in major Army commands (MACOMs), the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).

d. The Chief, National Guard Bureau, will--

(1) Integrate the NCODP into pertinent ARNG directives and programs.

(2) Provide advice and assistance to the DCSOPS.

e. The Chief, Army Reserve, will--

(1) Integrate the NCODP into pertinent USAR directives and programs.

(2) Provide advice and assistance to the DCSOPS and direction to the Commanding General, U.S. Army Reserve Personnel Center, in the development of the NCODP supporting programs for the USAR.

f. MACOMs will--

(1) Provide necessary support to promote effective NCODPs in all units and activities.

(2) In addition to the above, the Commander in Chief, Forces Command, will provide NCODP guidance and assistance to the ARNG and USAR.

g. Commanders of battalions, separate companies, and equivalent organizations will--

- (1) Be responsible to develop and implement an effective NCODP.
- (2) Ensure the program supports the unit mission and enhances development of noncommissioned officers (NCOs).
- (3) Ensure that the program has stated objectives with measurable and reachable standards.
- (4) Ensure time and other resources are provided for the conduct of the NCODP.
- (5) Tailor directives for the unit's NCODP on doctrine, tactics, techniques, and procedures relating to battle focused training and mission essential task list (METL).
- (6) Be responsive to the professional needs of the unit's NCOs in conjunction with the skills, knowledge, and attitudes (SKAs) required at each NCO skill level.
- h.* Command sergeants major (CSM), first sergeants, or senior NCOs of battalions, separate companies, or equivalent organizations will--
 - (1) Advise the commander on all aspects of the NCODP.
 - (2) Implement the commander's directives and guidance on the unit's NCODP.
 - (3) Be responsible for content, pertinence, and implementation of the unit's NCODP.
 - (4) Assess the NCODP utilizing the program goal and objectives stated in this regulation.
 - (5) Provide feedback to the unit commander concerning the NCODP effectiveness as part of the training evaluation process (FM 25-101, app F).

5. Policy

- a.* The NCODP is a hands-on program, tailored to the unique requirements of the unit.
- b.* As with all leader training, the NCODP is a command responsibility. The program reflects command priorities and expectations for leader development, jointly determined by commanders and their senior NCOs.
- c.* The NCODP is a battalion, separate company, or equivalent level program. It is equally applicable to both table of organization and equipment units and table of distribution and allowances units.
- d.* The NCODP consists of training programs, formal and informal, one-on-one or groups, involving coaching as well as instruction, and will be fully integrated into the daily routine of the unit.
- e.* The NCODP builds upon the contributions of the Army's Enlisted Personnel Management System and the sequential and progressive design of the Noncommissioned Officer Education System. These two systems provide a valuable foundation for the development of NCOs; however, it is through the application of SKAs in the unit that soldiers become quality NCOs.

6. Goal and objectives

- a.* The goal of the NCODP is to increase and sustain NCO combat readiness at the highest possible level.
- b.* Objectives of the NCODP are to--
 - (1) Develop and strengthen leadership skills and professional attributes within the NCO Corps.
 - (2) Provide guidance in the continuing development of NCOs by taking advantage of opportunities to send leaders to appropriate and affordable technical, developmental, skill qualification, and confidence building courses.
 - (3) Increase confidence of the NCO through identification for and assignments to positions of greater responsibility as the NCO develops and demonstrates increased leadership ability.
 - (4) Realize the full potential of the NCO support channel.
 - (5) Increase unit effectiveness and combat readiness through improving NCO quality, morale, performance, and potential.
 - (6) Foster a unit environment that enhances continued NCO leader development.

7. Suggested procedures

In order to accomplish battle-focused NCO development, commanders and unit NCOs should follow the procedures below.

- a.* Link NCO development to the current skill level and duty assignments so that the NCODP is--
 - (1) Sequential and progressive.
 - (2) Battle focused.
 - (3) In accordance with existing and emerging doctrine.
- b.* Establish a viable unit level NCODP using unit METL as the vehicle to incorporate the following into each NCO's daily activities.
 - (1) The SKAs in accordance with current rank (TC 22-6).
 - (2) The nine leadership competencies (FM 22-100).
 - (a) Decisionmaking.
 - (b) Communications.
 - (c) Planning.
 - (d) Professional ethics.
 - (e) Use of available resources.
 - (f) Teaching and counseling.
 - (g) Technical and tactical proficiency.
 - (h) Supervising.
 - (i) Soldier-team development.
 - (3) The ten responsibilities of the NCO support channel.
 - (a) Administering and monitoring NCODP and other unit training programs.
 - (b) Accounting for and maintaining individual arms and equipment.
 - (c) Achieving and maintaining courage, candor, competence, and commitment.

- (d) Transmitting, instilling, and efficacy of the professional Army ethic.
- (e) Training enlisted soldiers in their military occupational specialty (MOS) as well as in the basic skills and attributes of a soldier.
- (f) Teaching soldiers the history of the Army, to include military customs, courtesies, and traditions.
- (g) Teaching soldiers the mission of the unit, and developing individual training programs to support the mission.
- (h) Planning and conducting the day-to-day unit operations within prescribed policies and directives.
- (i) Caring for individual soldiers and their families both on and off duty.
- (j) Supervising unit physical fitness training and ensuring unit soldiers comply with weight and appearance standards.
- (4) The seven expectations of all soldiers from their leaders.
 - (a) Be a good listener.
 - (b) Demonstrate tactical and technical competence.
 - (c) Teach subordinates.
 - (d) Treat soldiers with dignity and respect.
 - (e) Stress basics.
 - (f) Set the example.
 - (g) Set and enforce standards.
- c. Synchronize battle-focused NCODP as a component of operational assignments (experience) with the other two pillars of leader development (institutional training and self-development).
- d. Establish a systematic and continuous program using--
 - (1) The leader development process.
 - (2) The three phases of the leader development program, that is, reception/integration, basic skill development, and advanced development/sustainment (See FM 25-101, app B).
- e. Integrate the use of leader books (FM 25-101, app B) to track individual NCO progress. Include the following information:
 - (1) An administrative data section.
 - (2) A skill qualification section (METL, collective, and individual tasks).
 - (3) A NCO developmental counseling format (FM 22-101, app D)
 - (4) As an alternative, DA Form 5165-R (Field Expedient Squad Book), may be used to construct the leader book.
- f. Emphasize coaching to achieve commitment to excellence in performance (FM 100-I, chap 4).
 - (1) Counsel subordinates so they may develop a commitment to excellence.
 - (2) Conduct progressive and sequential development of unit NCOs to place them in the "highly competitive"

category for promotion, schooling, and operational assignments.

- (3) Apply the ten responsibilities of the NCO support channel in daily unit operations (AR 600-20).
 - (4) Fulfill the seven expectations that soldiers have of their leaders (FM 22-100).
 - (5) Mentor subordinates so they may develop a commitment to Army goals, the four professional Army ethics, and the four individual Army values.
 - (6) Tutor subordinates so they may develop a commitment to continual learning.
 - (7) Confront subordinates so they may develop a commitment to continual improvement by--
 - (a) Requiring demonstration of skills and knowledge necessary for current and next higher rank.
 - (b) Using long-, short-, and near-term developmental action plans for self-development based on career management field (CMF) career development models.
 - g. A successful NCODP will result in NCOs who can--
 - (1) Demonstrate the skills of current skill level and duty position per AR 611-201 and DA Pam 600-25.
 - (2) Accept the duties and responsibilities of current rank and duty position per AR 600-20, AR 611-201, and TC 22-6.
 - (3) Enhance combat performance for the next higher rank and duty position per AR 600-200 and FM 22-103.
 - (4) Enhance combat leadership competencies for next higher rank per FM 22-100 and FM 22-103.
 - (5) Train himself/herself and subordinates in METL proficiency per FM 25-100 and FM 25-101.
 - (6) Coach subordinates to total commitment of U.S. Army professional ethics and individual values per FM 22-101.
-

A. Appendix A. References

Section I Required Publications

AR 600-20

Army Command Policy (Cited in paras 7 *f*(3) and 7*g*(2))

AR 600-200

Enlisted Personnel Management (Cited in para 7*g*(3))

AR 611-201

Enlisted Career Management Fields and Military Occupations Specialties (Cited in paras 7 *g*(1) and 7*g*(2))

DA PAM 600-25

US Army Noncommissioned Officer Professional Development Guide. (Cited in para 7 *g*(1))

FM 22-100

Military Leadership (Cited in paras 7 *b*(2) and 7*g*(4))

FM 22-101

Leadership Counseling (Cited in paras 7 *e*(3) and 7*g*(6))

FM 22-103

Leadership and Command at Senior Levels (Cited in paras 7 *g*(3) and 7*g*(4))

FM 25-101

Battle Focused Training (Cited in paras 4 *i*(5), 7*d*(2), 7*e* and 7*g*(5))

TC 22-6

The Army Noncommissioned Officer Guide (Cited in paras 7 *b*(1) and 7*g*(2))

Section II

Referenced Publications

FM 22-102

Soldier Team Development

FM 22-100

Training the Force

FM 100-1

The Army

FM 100-5

Operations

Section III

Prescribed Forms

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 5165-R

Field Expedient Squad Book

Section IV

Referenced Forms

This section contains no entries.

Glossary

Section I Abbreviations

ARNG

Army National Guard

CMF

Career Management Field

CSM

Command Sergeant Major

DCSOPS

Deputy Chief of Staff for Operations and Plans

DCSPER

Deputy Chief of Staff for Personnel

MACOM

Major Army Command

METL

Mission Essential Task List

MOS

Military Occupational Specialty

NCO

Noncommissioned Officer

NCODP

Noncommissioned Officer Development Program

SKAs

Skills, Knowledge, and Attitudes

SMA

Sergeant Major of the Army

USAR

U.S. Army Reserve

Section II

Terms

CMF career development models

A long-range career progression plan (developed for each MOS) delineating specific duty positions, military and civilian education, and required individual actions.

Developed leaders

Leaders capable of maintaining a trained and ready Army in peacetime to deter war, to fight and control wars that do start, and to terminate wars to terms favorable to the United States and allied interests.

Development

The process of professional growth that takes place as a result of receiving accurate performance feedback and work to achieve goals.

Self-development

A planned, progressive, and sequential program followed by leaders to enhance and sustain their military competencies and consists of individual study, research, professional reading, practice, and self-assessment.

Developmental action plans

A jointly (leader and soldier) written plan (based on the soldier's CMF career development model) establishing goals, leadership competency-based training objectives, resourcing requirements, and measurable, observable

achievable standards for individual combat readiness and selection for position/ranks of greater responsibility.

Doctrine

- a. Fundamental principles by which military forces or elements thereof guide their actions in support of national objectives.
- b. Provides a military organization a common philosophy, a common language, a common purpose, and a unity of effort.

Duty

- a. Those actions leaders must accomplish by virtue of their position in the unit.
- b. A legal or moral obligation to do what should be done without being told to do it.
- c. Accomplish all assigned tasks to the fullest of your ability. Failure to accomplish duties results in punitive actions.

Duties (NCOs)

Implement directives of commanders/leaders, and are responsible for what they do.

Duties (staff)

Advise the commander on areas of expertise; monitor the implementation of the commander's directives.

Ethics

Moral principles or standards that guide professionals in dealing with what is good.

Leader development

The progressive and sequential training, education, and experience that will culminate in technically and tactically competent leaders who have confidence in themselves and gain the confidence of their subordinates.

Leadership

The process of influencing others to accomplish the mission by providing purpose, direction, and motivation.

Leadership Assessment Development Program

A structured process that focuses on developing leaders by using written instruments and multiple, independent observations to provide information about a leader's readiness or potential to lead effectively in a particular position or level within the Army.

Performance (evaluation of)

Judgments on how well the leader met duty requirements and adhered to professional standards.

Potential (evaluation of)

Assessments of the rated NCO's ability, compared with that of NCOs of the same rank/position, to perform in ranks/positions of greater responsibility.

Procedures

The particular course or mode of action that describes how to perform a certain task.

Self-development test (purpose)

To allow noncommissioned officers to measure and guide their growth in the skills and proficiencies they will need as they continue to develop as leaders.

Tactics

The employment of units in combat. The ordered arrangement and maneuver of units in relation to each other and/or to the enemy in order to utilize their full potentialities.

Techniques

The basic methods of using equipment and personnel. The detailed methods of commanders and forces used in carrying out their assignments. Details given as to how they accomplish their assignments.

Training objective

A statement based on training performance. There are three separate elements that form the structure of this objective: the action which the unit or soldier must be capable of performing; the standard of performance (observable, measurable, and achievable) the unit or soldier must meet; and the conditions under which the unit or soldier is expected to perform.

Visions (for commanders and senior leaders)

Commanders and senior leaders visions include the following:

- a. What makes military organizations good.
- b. Where the organization must go.
- c. What needs to be accomplished.
- d. What is required.
- e. The art of reconciling competing demands according to priorities.
- f. Fires imagination.
- g. How to implement clear communication of the commander.
- h. When to enforce toughness to see the matter through.
- i. Sustains the will to win.

Section III

Special abbreviations and terms

This section contains no entries.

Student Handout 3

CSA comments about NCODP

- On a visit to the USA Sergeants Major Academy in February 1998, the Chief of Staff of the Army (CSA) stated that he wanted to see the following types of topics incorporated into unit Noncommissioned Officer Development Programs (NCODP) throughout the Army.
 - The CSA further stated that a unit should include senior specialists (SPCs) who are within range of making sergeant. This will allow them to receive pertinent training earlier in their career thereby enhancing their knowledge and abilities to perform at the next higher grade level. This would also give the senior specialist a sense of becoming a part of the unit NCO ranks and would enhance individual motivation to become a junior leader. This student handout is for your information and action as necessary.
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Army Family Team Building (AFTB)

Army Regulation 27-3, Legal Services; AR 600-20, Army Command Policy; and AR 608-18, The Army Family Advocacy Program, will provide you with further information with which to build effective NCODP training in this vital area.

Army Values

In addition to using Chapter 2, FM 22-100, Army Leadership, to find the explanation of the acronym L-D-R-S-H-I-P, the acronym also appears on graphic training aids (GTAs) and posters.

- **L** = Loyalty (Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers and civilians.)
 - **D** = Duty (Fulfill your obligations.)
 - **R** = Respect (Treat people as they should be treated.)
 - **S** = Selfless Service (Put the welfare of the nation, the Army, and your subordinates before your own.)
 - **H** = Honor (Live up to all the Army values.)
 - **I** = Integrity (Do what's right, legally and morally.)
 - **P** = Personal Courage (Face fear, danger, or adversity (physical or moral).)
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Conduct an After Action Review (AAR)

You will find information about this topic in FM 25-101, Battle Focused Training, which defines an AAR as a method of providing feedback to units by involving participants in the training diagnostic process in order to increase and reinforce learning. The AAR also guides participants in identifying deficiencies and in seeking solutions. Also look in TC 25-20, A Leader's Guide to After-Action Reviews, which tells you about the methods of conducting an AAR, the AAR process, and the planning which takes place.

**Duties,
Responsibilities,
and Authority of
the NCO**

Training Circular 22-6, The Army NCO Guide, and DA Pamphlet 600-25, USA NCO Professional Development Guide will explain in detail the duties, responsibilities, and authority of the NCO for development of training material. DA PAM 600-25 lists the types of tasks that normally fall to NCOs. The key word is “normally” since each unit leadership chain must determine the exact division of responsibilities and tasks by considering the mission at hand. It also defines the types of authority – command and general military authority, to include delegation of authority. Be sure to research these two publications thoroughly when preparing the necessary training materials.

**Environmental
Protection**

The CSA oversees the execution of the Army military environmental program and the Sergeant Major of the Army (SMA) is responsible to integrate the environmental ethic into the NCO Corps. The Army Environmental Ethic is the operating principle and value governing individual soldiers, units and the Army. It means caring for the environment by considering the effects of training, operations, and logistic activities on the environment. You will find information about this topic in AR 200-1, Environmental Protection and Enhancement, and TC 5-400, Unit Leader’s Handbook for Environmental Stewardship.

**Equal
Opportunity
(EO) and
Sexual Harass-
ment (SH)**

This important area requires a concise training program to ensure that the soldiers in your unit do not violate someone’s rights on the basis of race, color, national origin, sex, gender, or religion. Sexual harassment will also get your soldiers into trouble no matter how trivial they think an incident may be. You should contact your Equal Opportunity Adviser (EOA) at brigade level and above and the EO Representatives (EOR) at battalion and company level who are the subject matter experts (SME) for training to eliminate discriminatory practices.

**History of the
NCO-Vision-
Creed**

Training Circular 22-6, The Army NCO Guide, and DA Pamphlet 600-25, USA NCO Professional Development Guide, will provide you with information on the history of the NCO. Both publications contain excellent areas to look for information on the NCO creed. The NCO Corps Vision is as follows:

“An NCO Corps, grounded in heritage, values and tradition, that embodies the warrior ethos; values perpetual learning; is capable of leading, training, and motivating soldiers.

We must always be an NCO Corps that –

- Leads by example**
 - Trains from experience**
 - Maintains and enforces standards**
 - Takes care of soldiers**
 - Adapts to a changing world”**
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Map Reading

We need to reinforce, on a periodic basis, the ability to read a military map. Waiting until the soldier reaches an appropriate level of training at a military school just does not get the job done. Too many soldiers are unsure of their ability or too inexperienced in map reading. When possible include the latest technology in global positioning location equipment (if available to the unit). Map reading and land navigation skills are still a necessary and viable subject for NCODP at the unit level.

Professional Army Ethic

You will find information about this topic in Chapter 2 of FM 22-100, Army Leadership. Teaching the four steps of the Ethical Reasoning Model during NCODP will allow your unit leaders to understand and use the Army values as a gauge to determine what is right.

- Step 1 -- define the problem.
 - Step 2 -- know the principles.
 - Step 3 -- develop and evaluate courses of action.
 - Step 4 -- choose the course of action which best represents Army values.
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Additional Indicators

- Exit surveys conducted with soldiers departing the Army surfaced a major concern about the Army Continuing Education System (ACES). The perception from the exiting soldiers was that not enough emphasis or that insufficient opportunity allowed them to further their personal or professional education while on active duty. Consequently, they could not compete with their peers. This appears to be, an area where the entire Army is not doing as well as it could be. The first place that this could find a successful resolution is at the unit level during NCODP.

- The unit first sergeant can ensure a continuing training program, for young soldiers/ leaders, on this topic. This may alleviate the loss of some of our trained personnel who feel they are getting the short end of the stick when it comes to furthering their personal and professional education. The installation Army Education Center and Army Learning Centers can provide subject matter experts to provide you with training materials or assist you in teaching this critical topic at unit NCODP classes.

Summary

Ensuring the topics above become a part of your unit NCODP will enhance your soldiers overall knowledge and better your unit in many ways. Training should always be a continuing process whether structured in a formal atmosphere or while just talking to subordinates during the duty day. Having knowledgeable soldiers can only make for a better unit and Army.
